



AFSD-Screening CAREER GUIDE

July 2007



**Transportation
Security
Administration**

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Summary Profile – AFSD-Screening

Major Responsibilities

1. Setting Overall Direction for Screening Operations
2. Managing Screening Operations
3. Implementing TSA Policies and Procedures
4. Handling Personnel Issues for Overall Screening Workforce
5. Coaching and Developing Direct Reports
6. Coordinating and Collaborating Across Functions
7. Managing External Relationships
8. Selecting and Promoting Screening Personnel
9. Responding to Critical Incidents
10. Making Recommendations for TSA Policies and Regulations

Critical General Competencies

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|----------------------------------|-----------------------------|
| 1. Accountability | 9. Listening |
| 2. Administration and Management | 10. Oral Communication |
| 3. Customer Service | 11. Planning and Evaluating |
| 4. Decisiveness | 12. Problem Solving |
| 5. Flexibility | 13. Self Management |
| 6. Human Resource Management | 14. Team Building |
| 7. Integrity/Honesty | 15. Written Communication |
| 8. Interpersonal Skills | |

Critical Technical Competencies

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|-----------------------------------|---|
| 1. Operations Management | 3. Security Directives and Regulations |
| 2. Safety Policies and Procedures | 4. Security Screening Policies and Procedures |

Major Responsibilities – AFSD-Screening

Responsibility activities appear in order descending from most important to least important

1. Setting Overall Direction for Screening Operations

- a) Clarifying and communicating expectations for screening operations, including but not limited to attendance, appearance, fitness for duty, workers comp issues and employees on light duty
- b) Participating in screening operations meetings and briefings to present new information, provide "big picture" rationale and visible support for changes
- c) Communicating and managing operations performance standards (e.g., wait-times, overtime, customer service, etc.) for the airport

2. Managing Screening Operations

- a) Informing FSD of key issues and status of screening operations (e.g., personnel, safety hazards, equipment, etc.) as appropriate
- b) Monitoring screening operations through daily reports from Security Managers and/or Operations Centers and/or observing passenger and baggage checkpoints
- c) Providing direct, concrete feedback to appropriate managerial/supervisory personnel regarding local successes and failures
- d) Providing overall direction to SOO, Security Managers, STSOs and Lead TSOs
- e) Visiting checkpoints to stay in touch with TSOs and their interests, issues and concerns
- f) Conducting periodic staff meetings, as necessary, with Security Managers
- g) Establishing communication process to elicit ideas from screening personnel to improve screening processes and procedures
- h) Managing distribution of workloads across Security Managers and STSOs
- i) Managing allocated resources to meet screening operations objectives and performance standards Communicating and managing operations performance standards (e.g., wait-times, overtime, customer service, etc.) for the airport

3. Implementing TSA Policies and Procedures

- a) Ensuring effective local implementation of TSA directives
- b) Ensuring appropriate monitoring of screening operations to verify that changes have been correctly implemented
- c) Developing airport-specific procedures when gaps are identified or local circumstances require it
- d) Communicating information and changes from TSA Headquarters to screening personnel (e.g., changes in organizational or screening/security policies and procedures)

4. Handling Personnel Issues for Overall Screening Workforce

- a) Conducting mid-year and annual performance evaluations with screening management personnel
- b) Facilitating the resolution of HR related issues (e.g., sexual harassment, EEO/discrimination)
- c) Keeping screening personnel motivated during long work hours, high pressure work periods, and periods of organizational change
- d) Overseeing and/or reviewing disciplinary actions to ensure that proper procedures are followed
- e) Ensuring that TSO questions and issues concerning HR policies and regulations are answered or addressed through chain of command
- f) Encouraging that misunderstandings and conflicts among personnel be resolved through chain of command

5. Coaching and Developing Direct Reports

- a) Ensuring that training goals and standards are being met
- b) Delegating tasks to direct reports to develop their skill sets and broaden their experience
- c) Meeting regularly with direct reports to discuss career and development goals and opportunities
- d) Establishing collaborative working relationships with direct reports
- e) Ensuring effective on-the-job training and coaching of TSOs is conducted by the SMs and STSOs

6. Coordinating and Collaborating Across Functions

- a) Functioning as acting FSD when necessary
- b) Ensuring that cross-functional problem-solving is done at the appropriate level
- c) Establishing collaborative working relationships with other AFSDs, Training Coordinator(s), Scheduling Operations Officer and Administrative Officer

7. Managing External Relationships

- a) Establishing working relationships with stakeholders to encourage open communication
- b) Visiting spoke airports periodically to meet with key stakeholders (e.g., airport director, airline managers)
- c) Along with TSA Stakeholder Manager, coordinating operations with airport, airline operators and indirect air carrier representatives, local law enforcement, contract security and other stakeholders
- d) Working with air carriers to ensure efficient passenger flow processes while maintaining security standards
- e) Coordinating facility planning with external stakeholders when it impacts the screening organization (e.g., screening operations layout)
- f) Along with TSA Stakeholder Manager, acting as a contact point for some stakeholders (e.g., airline reps, airport director)

8. Selecting and Promoting Screening Personnel

- a) Developing, planning and implementing internal promotion processes for screening personnel
- b) Collaborating with HR to provide resources to process for selecting screening personnel (e.g., recruiting, interviewing)

9. Responding to Critical Incidents

- c) Ensuring that the chain of command is followed when crises or difficult situations arise
- d) Providing direction to Security Managers for serious, escalated screening incidents/crises and ensuring proper communication as directed by FSD
- e) Serving as a point of contact for the air operators in a crisis or security risk situation, as directed or required by FSD

10. Making Recommendations for TSA Policies and Regulations

- f) Drafting policies to handle unforeseen security risks (e.g., previously unidentified hazardous materials) and filling policy gaps
- g) Reviewing draft policy from TSA headquarters and providing input
- h) Serving on local airport committees or task forces (e.g., Airport Planning Committee) when needed
- i) Serving on TSA organizational committees or task forces (e.g., Screener Advocacy Board) when needed

Broad-based Development Assignments – AFSD-Screening

Activities appear in order descending from most frequently cited as valuable to least frequently cited as valuable

1. TSA Field Assignments

- a) Security Manager
- b) Deputy AFSD-Screening
- c) Details to larger airports, if working at smaller airport
- d) Scheduling Operations Officer
- e) Stakeholder Manager
- f) Supervisory TSO
- g) Customer Service Manager
- h) Training Coordinator
- i) Special projects to address specific issues of importance to airport or TSA overall
- j) ER Specialist
- k) TSI
- l) TSOC Assignment
- m) HQ Assignment
- n) Shadowing a TSI
- o) Working with local Air Carrier to understand their operations and how they are impacted by screening

2. Training, Conferences, Meetings

- a) Management or supervisory training (e.g., USDA Leadership courses, Skill Path, Covey courses)
- b) Training to develop oral/written communication skills and interpersonal skills
- c) Training in conflict management
- d) Training in handling problem employees and creating and implementing performance improvement plans (PIP)
- e) Outside education (e.g., management degree, HR degree)
- f) TSA's Mid-Level Development Program (MLDP)
- g) ER Bootcamp

3. On-the-Job Development Activities

- a) Serving as Acting AFSD-Screening (good for Security Managers)
- b) Shadowing AFSD-Screening at other airports
- c) Working through Screening Allocation Model with someone who understands it in order to determine screening FTE levels
- d) Being mentored by AFSD-Screening
- e) Shadowing AFSD-Screening at own airport
- f) Completing a Screening Schedule Bid with Scheduling Operations Officer
- g) Shadowing AFSD-Inspection to learn what they do and the regulations they enforce
- h) Shadowing someone from Airport Operator to learn about local airport operations

Competencies and Behaviors – AFSD-Screening

Behaviors appear in order descending from most important to least important

Critical General Competencies

Accountability

- a) Takes ownership for resolving problems rather than allowing them to persist or simply pointing them out to others
- b) Holds managers and supervisors accountable for leading effectively
- c) Publicly supports and takes personal responsibility for implementing new TSA directives and screening operations changes
- d) Sets challenging performance goals and holds self and others accountable for achieving them
- e) Communicates clear performance expectations and consequences for failing to achieve them
- f) Establishes performance metrics that focus employees on accomplishing priority goals and objectives

Administration and Management

- a) Ensures that all functional managers are following consistent procedures and formats for monitoring and documenting actions and results in their functions
- b) Sets up systems for tracking activities and results in major administrative and operational functions
- c) Allocates administrative and equipment resources to accomplish annual management plan and priorities

Customer Service

- a) Ensures that passenger and stakeholder concerns are responded to in a prompt and courteous manner while remaining firm about security procedures
- b) Actively involves airline personnel in collaborative development of solutions that maximize efficiency and customer service without sacrificing security
- c) Responds quickly to questions and information requests from internal and external sources
- d) Asks stakeholders for feedback to identify areas for improvement in screening operations
- e) Develops appropriate process improvement plans in response to passenger and stakeholder needs

Decisiveness

- a) Responds calmly and acts decisively when dealing with crises and security incidents
- b) Exhibits courage to make tough administrative, personnel and/or other decisions even when they are unpopular
- c) Persists to overcome obstacles and resistance in an effort to achieve important goals and results (e.g., reduction of injuries)
- d) Exhibits willingness to accept responsibility for the consequences of own decisions
- e) Expresses confidence in own judgment and decisions when dealing with difficult and/or ambiguous situations
- f) Identifies corrective actions that can be implemented immediately in response to a security incident or identified security risk
- g) Makes timely decisions in situations that require it

Flexibility

- a) Quickly adapts to changing circumstances, regulations, directives, policies or procedures
- b) Responds quickly, calmly, and appropriately on a 24/7 basis to handle significant incidents and crises
- c) Responds quickly and calmly to crises and security threats redirects resources as needed to address and resolve them
- d) Quickly recognizes changing circumstances and threats

Human Resource Management

- a) Ensures that employee issues and complaints are constructively resolved at lowest possible level
- b) Ensures accurate estimates of full-time and part-time employees needed to provide adequate coverage of baggage and passenger screening requirements during peak and non-peak periods
- c) Establishes plans and processes for developing employees for higher level positions within local TSA operation
- d) Holds senior staff accountable for training and mentoring less experienced staff
- e) Coaches and counsels managers and supervisors on how to lead their people effectively and how to deal constructively with personnel issues
- f) Develops and promotes supervisory staff from within TSA whenever possible

Integrity/Honesty

- a) Admits own mistakes and take action to address/resolve them
- b) Demonstrates the courage to do the right thing in difficult situations
- c) Gives people honest and fair answers to difficult questions
- d) Holds self and others accountable for meeting high standards of integrity
- e) Leads by example through modeling desired practices and standards in own behavior
- f) Delivers on commitments made to others
- g) Avoids any action or situation that would give the appearance of unethical or inappropriate behavior

Interpersonal Skills

- a) Expresses interest in and an ability to relate effectively to all levels of TSA employees and stakeholders
- b) Spends time with front-line employees to get to know them and build rapport and trust
- c) Listens attentively to employee ideas, issues and concerns and takes steps to address them
- d) Makes self accessible and approachable to employees; utilizes open door policy

Listening

- a) Listens carefully to the issues and concerns of employees and stakeholders and communicates understanding of them
- b) Pays attention to and interprets non-verbal messages and cues (such as body language and tone of voice) in order to understand reactions and concerns of people in security incidents and other situations
- c) Responds to others in ways that make them feel understood
- d) Asks questions to clarify statements made by others, including their underlying concerns and issues

Oral Communication

- a) Communicates information concisely and clearly
- b) Delivers difficult or sensitive information openly, honestly and with empathy
- c) Explains complex concepts (e.g., schedules, policies or procedures) clearly and at an appropriate level of detail
- d) Adjusts communication style and language to most effectively connect with different/diverse audiences and individuals
- e) Maintains frequent appropriate level of contact with TSA senior management to keep them informed about important or controversial cases and situations
- f) Exhibits awareness of the impact of own words, actions or decisions on others
- g) Asks questions to understand the ideas, issues and concerns of others, and their root causes

Planning and Evaluating

- a) Continually re-examines priorities and plans and makes changes as needed to reflect changing realities
- b) Sets and adjusts local/own priorities to reflect national programs and priorities while responding to local needs and circumstances
- c) Determines clear objectives and strategies for addressing key issues of screening operations
- d) Organizes work, sets priorities, and determines resource requirements in conjunction with other managers
- e) Coordinates with other parts of the local TSA organization to accomplish goals
- f) Sets up systems for monitoring and tracking progress against the annual goals and plans
- g) Develops forms for documenting specific issues, problems, actions and results for program/process improvement efforts

Problem Solving

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| a) Involves employees, airlines and other stakeholders in process of identifying and solving problems that impact them |
| b) Exhibits a "can-do" attitude in response to challenging directives, problems and situations |
| c) Asks probing questions to clarify situations and identify root causes of security and/or personnel problems |
| d) Suspends judgment and maintains objectivity in situations until essential facts are gathered and analyzed |
| e) Recognizes patterns and trends in data |
| f) Surveys TSA front-line employees to identify problems that need to be solved or processes that need to be improved |
| g) Considers the big picture when dealing with new or complex situations, rather than rigidly applying policies, directives and regulations or procedures |
| h) Listens to front-line employees to learn what is being done and how it's being done |
| i) Looks at problems systemically and develops systemic solutions |
| j) Analyzes costs and benefits of potential solutions when addressing operational issues and problems |
| k) Escalates issues with contractor management, when necessary, in order to overcome obstacles and expedite responses to urgent TSA needs and situations |
| l) Assigns ownership for solving problems to TSA individuals and teams |

Self Management

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| a) Sets well-defined and realistic goals for accomplishing planned programs and initiatives while responding to daily demands and security incidents as they occur |
| b) Takes initiative to identify issues/needs and develop programs or processes that improve TSA's administrative/operational efficiency and effectiveness |
| c) Maintains professional behavior when dealing with difficult people or high stress situations |

Team Building
a) Delegates authority and responsibility to direct staff and empowers them to make decisions and take action within their areas of accountability
b) Recognizes and rewards individuals and teams for outstanding performance and/or achieving significant goals
c) Coaches and mentors direct staff to maximize their current effectiveness and/or prepare them for higher level responsibilities
d) Provides employees with the tools, information and support they need to take action and make decisions
e) Personally spends time at checkpoints during Holidays to show support for TSA employees (e.g., moving bins and bags)
f) Directly addresses problematic behavior in others while focusing on turning the behavior around
g) Gives positive feedback to employees for doing good work and achieving results
h) Provides direct, observation-based, constructive performance feedback on an on-going basis
i) Stands up for TSA employees when airline employees or other stakeholders treat them unprofessionally or inappropriately
j) Stretches people's capabilities and performance by giving them challenging tasks/assignments
k) Elicits employee suggestions, implements them and recognizes employees for contributing them
l) Builds overall morale by directly addressing underachieving employees and getting them to contribute their skills and add value
m) Asks questions to help others think through their own solutions to problems or situations
n) Accurately assesses what employees are capable of handling and gives them challenging assignments and responsibilities that stretch those capabilities
o) Gives staff room to learn from making mistakes that are not too big
p) Organizes and challenges teams to address specific operational or administrative issues and problems

Written Communication
a) Expresses facts and ideas in writing in a clear, convincing and organized manner that is appropriate to the audience and occasion
b) Uses a variety of written communications to communicate and reinforce TSA's mission and accomplishments to employees and stakeholders (e.g., e-mails, newsletters, presentations,)
c) Writes clear and concise inspection and investigation reports that capture important information without unnecessary detail
d) Writes quickly and clearly in order to complete the reports and communications that are associated with the job

Critical Technical Competencies

Operations Management

- a) Continuously improves local screening operations processes
- b) Builds processes to efficiently accomplish TSA screening responsibilities
- c) Demonstrates an understanding of the big picture of TSA operations

Safety Policies and Procedures

- a) Identifies safety issues and risks and takes steps to address them
- b) Understands essential safety policies and procedures and ensures that employees are well trained to comply with them

Security Directives and Regulations

- a) Knows where to find information on security directives and regulations and leverages inspectors who know them in detail
- b) Demonstrates overall understanding/awareness of TSA security policies, directives and regulations (e.g., HazMat regulations, airport vs. air carrier directives, confidentiality and security SOPs, identification of prohibited items, current threats to airport)
- c) Recognizes discrepancies in implementation of security directives and regulations by airport and/or air carriers and knows when enforcement investigations should be initiated

Security Screening Policies and Procedures

- a) Demonstrates thorough understanding of screening policies and procedures
- b) Knows how to find Standard Operating Procedures information and leverages other people who know it